



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

MCO 1553.3
TE 30/j
11 Jun 91

MARINE CORPS ORDER 1553.3

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS UNIT TRAINING MANAGEMENT (TM)

Ref: (a) MCO 1553.1B
(b) MCO 1510.27B
(c) FMFM 0-1
(d) FMFM 0-1A
(e) MCO 3501.1B
(f) MCO 5040.6D

Encl: (1) Relationship of Training to Combat Requirements
(2) Unit Training Management Checklist
(3) Abbreviations and Acronyms

1. Purpose. To establish a Marine Corps-wide Training Management (TM) process whereby all individual and collective training conducted by units within the operating forces and supporting establishment shall be performance-oriented and prioritized by the commander relative to assigned missions.

2. Cancellation. MCO 1500.40.

3. Background

a. Reference (a) establishes the Systems Approach to Training (SAT) as the methodology for all Marine Corps training. Application of SAT principles to unit training occurs at all echelons of command and requires standard management techniques to facilitate cost-effective allocation of Marine Corps-wide resources to training conducted by units within the operating forces and supporting establishment. The TM process established by this Order consists of the following five phases:

(1) Analysis. Find out exactly what it is you want your Marines to do. Study unit mission requirements and determine training goals.

(2) Design. Select training tasks, identify individuals and/or units to be trained, and incorporate into appropriate training plans.

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(3) Development. Review and select training settings, methods, and media. Obtain the lesson plans, training aids, ammunition, ranges, facilities, and any other training support needed to conduct training, and then rehearse.

(4) Implementation. Schedule, announce, and conduct the training that will enable Marines to accomplish the mission.

(5) Evaluation. Check that training has been effective (trainer's role) and that job performance (trainee's role) is satisfactory.

b. Training standards provide the baseline for commanders to determine deficiencies and strengths, to conduct training, and to evaluate the results of training. They are a product of the SAT process and are expressed as individual training standards (for all occupational fields and grades) and collective training standards (for all type units). Training standards are directly related to doctrinal publications and Marine Corps roles and missions.

c. Reference (b) defines the objectives, policies, programs and responsibilities for coordinating the professional military education (PME) of Marines.

4. Policy

a. All individual and collective training conducted by units within the operating forces and supporting establishment will be managed in accordance with the TM principles established by references (c) and (d) and this Order.

b. Training that provides improved individual and collective proficiency and prepares Marine Corps units/organizations to successfully execute their primary mission shall be assigned top priority. Appropriate categories of leadership training (e.g., combat leadership, leadership styles, principles of leadership, etc.) will necessarily be part of such mission-oriented training. Nonmission-related programs and collateral training must not be allowed to adversely affect mission-oriented training. The intent of this policy is to allow commanders greater flexibility in establishing their training programs. This policy is not intended to eliminate other categories of training but, in those cases where a myriad of requirements reduces a commander's capability to conduct all training directed by higher headquarters, priority must be given to that training which is most critical to the unit's combat mission accomplishment and the welfare of individual Marines in combat.

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c. The Marine Corps Combat Readiness Evaluation System (MCCRES) evaluation process will be used in accordance with reference (e) as a training management and diagnostic tool. Local commanders will structure whatever organization they deem necessary to evaluate their training effort in accordance with the TM process.

d. Training management principles set forth in references (c) and (d) will be used by higher headquarters to support training conducted by units within the operating forces and supporting establishment.

e. The establishment of training priorities and deferment authority may be delegated down to battalion and squadron commanders.

f. Enclosure (1) depicts the relationship of training to combat requirements.

(1) A mission focus obliges commanders at all levels to use TM to plan, resource, conduct, and evaluate training requirements based on the real world probabilities of how and where units will enter combat.

(2) During their operational life cycle, units are directed in force campaign plans to execute operational plans and contingency missions at higher priorities than others. Therefore, training management plans must be based on such priorities in order to provide the desired warfighting capabilities at the desired time for effective execution.

(3) The commander's analysis of unit strengths and weaknesses will assist in the coordination with higher headquarters to determine priorities, to prepare a Mission Essential Task List (METL), and finally to implement and evaluate the training.

(4) Operational headquarters above the battalion/squadron level will use TM to provide guidance on, and evaluation of, the conduct of training. This will be accomplished by issuing METL's, training strategies, goals, priorities, and other guidance to subordinate commands down to, and including, battalion and squadron level. These plans are derived from combat mission profiles which are contained in unit campaign plans.

(5) Battalion and squadron commanders will set priorities and defer/exempt training in their training plans and schedules when authorized by higher headquarters.

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(6) Company grade officers have the primary responsibility of executing the unit training plan and training the trainers. They determine what training standards and/or battle drills are best suited to correct unit deficiencies and prepare for Warplan missions. This results in a training schedule, supervision of individual training, and execution of collective training.

(7) Staff noncommissioned officers (SNCO's) and noncommissioned officers (NCO's) are the key trainers. They must be trained as leaders of Marines and possess the requisite skills to train others. SNCO's and NCO's will primarily conduct individual training and integrate individual training requirements of Marines under their supervision into the unit training plan.

(8) Prior to acquisition of training support resources, individual and collective training support requirements must relate directly to force campaign plans.

5. Action

a. Commanding General, Marine Corps Combat Development Command

(1) Collect training proficiency data from the operating forces to validate training standards contained in the Training and Readiness Manual, MCCRES, Individual Training Standards System (ITSS), the Maintenance Training Management and Evaluation Program (MATMEP), and other training standard publications.

(2) Manage the MCCRES program and provide annual trend analysis to the operating forces to assist in developing unit training plans. In addition, manage the MCCRES program as a diagnostic tool to assist unit commanders in the development of training plans and programs in support of mission profiles.

(3) Ensure that the Marine Corps Institute provides training materials to support unit training.

(4) Use references (c) and (d) and this Order to develop and implement a unit TM curriculum within all PME formal schools of the Marine Corps University.

b. Commanding Generals, Commanding Officers, and Officers In Charge Of Units Within The Operating Forces And Supporting Establishment

(1) Ensure that all subordinate unit training management plans are developed from mission assignments, METL's, and priorities addressed by force campaign plans.

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(2) Provide assistance in identifying combat mission training requirements to units preparing for deployment in those cases where applicable plans are not locally held.

(3) Ensure that the basis for the scheduling of units to participate in training at the Marine Corps Mountain Warfare Training Center (MCMWTC), Marine Corps Air-Ground Combat Center (MCAGCC), and other locations is based upon specifically identified training requirements of the unit as determined from combat mission assignments.

(4) Manage unit training in accordance with references (c) and (d). Program resources to support subordinate unit training management plans. Incorporate command training management plans of the supporting establishment into force training management plans.

(5) Promulgate training guidance and issue training goals for training planners of subordinate units/Marine Air-Ground Task Forces (MAGTF's).

(6) Submit all nonprimary MOS formal school seats (including PME) required to support the upcoming fiscal year (FY) training management plan to CG MCCDC (TE-33) by 1 July each year. References (c) and (d) apply. School seat requirements generated by assigned supporting establishment organizations should be included in these requests. Projected school seat requirements will also be provided for the 4 subsequent fiscal years.

(7) Develop training concepts which encompass current doctrine and accommodate the weapons/equipment acquisition and doctrinal development initiatives established in the MAGTF Master Plan (MMP) and Fleet Marine Force Manual (FMFM) 1, Warfighting.

(8) Ensure that all Marines, two echelons up and two echelons down, are thoroughly indoctrinated in the commander's intent, the mission and tasks, the scheme of maneuver, safety restrictions, and overall conduct of training exercises.

6. Coordinating Instructions

a. When time or the lack of sufficient resources prevents the accomplishment of all required training, the authority to defer and/or exempt training will rest with the Commanding Generals of the Fleet Marine Forces, Atlantic and Pacific; Commanding Generals of all supporting establishment commands; and the Commanding Generals of the 4th Marine Division and the 4th Marine Aircraft Wing. This authority to defer and/or exempt training may be delegated to battalion and squadron commanders. For separate organizations not commanded by a general officer, authorization to defer and/or exempt training must be obtained from CG MCCDC (TE 30).

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b. The mission-oriented TM principles contained in references (c) and (d) and this Order are equally applicable to all non-deploying units and organizations within the operating forces and supporting establishment.

c. The unit training management checklist, provided in enclosure (2), will constitute the basis for Marine Corps inspections conducted in accordance with reference (f).

d. Recommendations concerning Marine Corps unit training management are invited. Such recommendations should be forwarded to CG MCCDC (TE 31) via the appropriate chain of command.

e. A listing of TM-related abbreviations and acronyms used in this Order is provided in enclosure (3).

7. Reserve Applicability. This Order is applicable to the Marine Corps Reserve.

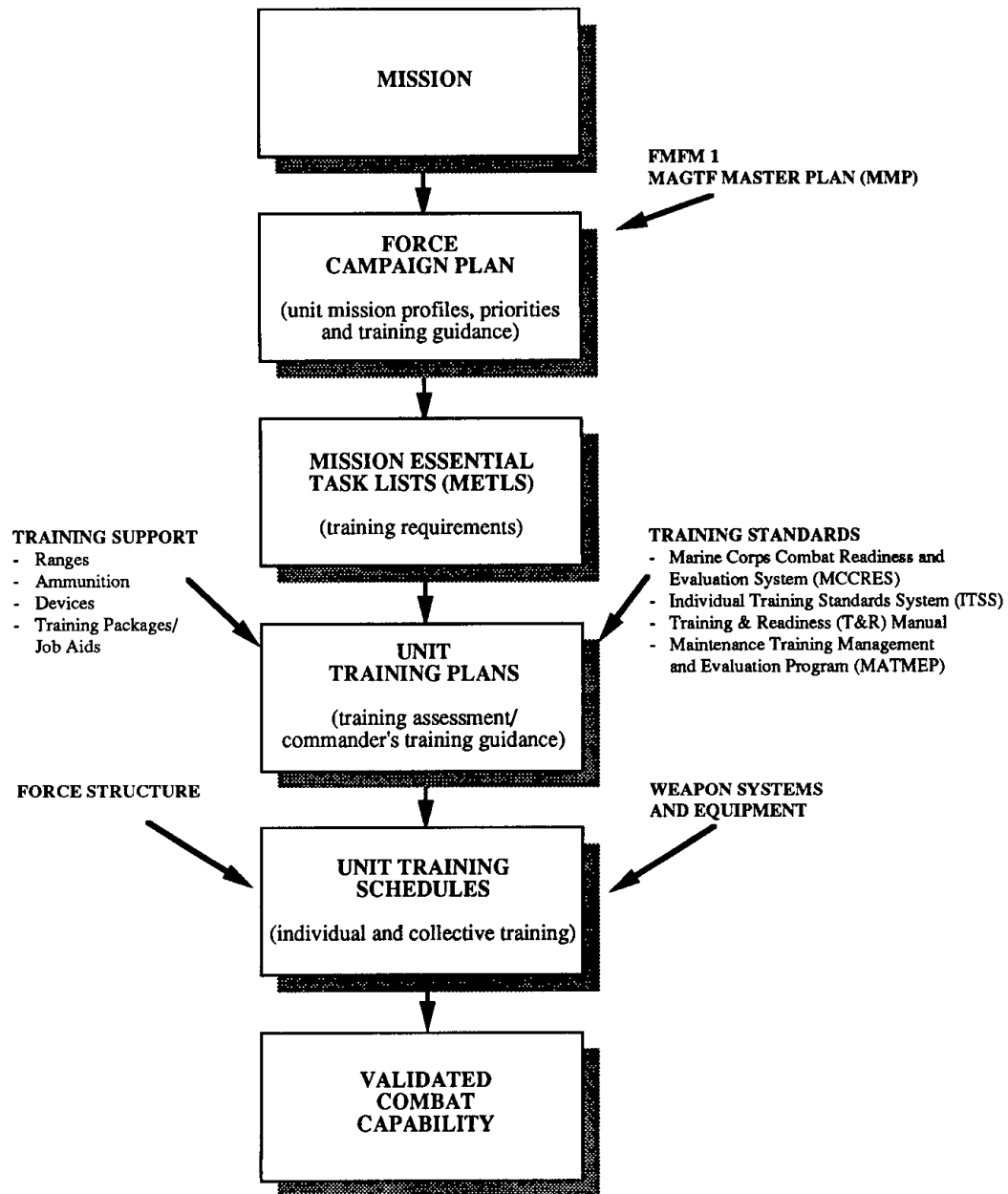


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RELATIONSHIP OF TRAINING TO COMBAT REQUIREMENTS



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UNIT TRAINING MANAGEMENT CHECKLIST

1. Are unit missions and requirements identified from currently assigned crisis action plans and contingencies? (Paragraphs 5002 and 6003, FNFN 0-1)

YES _____NO _____
2. Has the commander prepared a Mission Essential Task List (METL) from an assessment of his missions and requirements? (Paragraph 5003, FMFM 0-1)

YES _____NO _____
3. Have unit proficiencies been determined by observing unit performance against criteria established in CMC-approved collective and individual training standards? (Paragraphs 5004 and 6004, FMFM 0-1)

YES _____NO _____
4. Has the commander set realistic unit training goals based on the METL? (Paragraph 6002, FMFM 0-1)

YES _____NO _____
5. Are training priorities derived from unit missions and requirements, unit training goals, and unit/individual proficiencies and deficiencies relative to approved CMC standards? (Paragraph 6005, FMFM 0-1)

YES _____NO _____
6. Has the commander developed a training strategy derived from training priorities, training needs, and a limited amount of resources? (Paragraph 6007, FMFM 0-1)

YES _____NO _____
7. Has the commander prepared a Long Range Training Plan? (Chapter 6, FMFM 0-1)

YES _____NO _____
8. Has the commander prepared a Mid Range Training Plan which converts the Long Range Training Plan into a practical series of training activities and events, provides

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training trainers with more detailed guidance, and
allocates and coordinates required resources?
Chapter 7, FMFM 0-1)

YES _____

NO _____

9. Has the commander determined requirements for facilities (e.g., nuclear, biological, and chemical (NBC) chambers; classrooms; gyms; etc.) and land (e.g., firing ranges, maneuver areas, etc.) based on the approved Long Range Training Plan? (Paragraph 9002.c, FMFM 0-1)

YES _____

NO _____

10. Has the commander determined training and audio visual support requirements based on the approved Long Range Training Plan? (Paragraph 9002.e, FMFM 0-1)

YES _____

NO _____

11. Are required directives maintained in support of training? (Paragraph 9002.d, FMFM 0-1)

YES _____

NO _____

12. Has the commander determined mid range training support requirements based on the Mid Range Training Plan? (Paragraph 9003, FMFM 0-1)

YES _____

NO _____

13. Has the commander determined short range training support requirements? (Paragraph 9004, FNFM 0-1)

YES _____

NO _____

14. Has the commander prepared training support requests based on the monthly training schedule? (Paragraph 9004, FMFM 0-1)

YES _____

NO _____

15. Does the commander determine the specific purpose of the evaluation prior to the conduct of the evaluation? (Paragraph 10001, FMFM 0-1)

YES _____

NO _____

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16. Does the commander select tasks for evaluation based on the purpose of the evaluation? (Paragraph 10001.a(5), FMFM 0-1)

YES _____

NO _____

17. Does the commander ensure proper preparation for the evaluation? (Paragraph 10002, FMFM 0-1)

YES _____

NO _____

18. Do senior headquarters prepare an exercise outline plan? (Paragraph 11007.e, FMFM 0-1)

YES _____

NO _____

19. Is there evidence that planners are aware of the various training events which comprise exercises? (Paragraph 11010 thru paragraph 11019, FMFM 0-1)

YES _____

NO _____

ENCLOSURE (2)

ABBREVIATIONS AND ACRONYMS

AAR	After Action Review
FMFM	Fleet Marine Force Manual
FY	Fiscal Year
ITSS	Individual Training Standards System
MCCDC	Marine Corps Combat Development Command
MAGTF	Marine Air-Ground Task Force
MATMEP	Maintenance Training Management and Evaluation Program
MCAGCC	Marine Corps Air-Ground Combat Center
MCCRES	Marine Corps Combat Readiness Evaluation System
MCMWTC	Marine Corps Mountain Warfare Training Center
METL	Mission Essential Task List
MMP	MAGTF Master Plan
NBC	Nuclear, Biological, and Chemical
NCO	Noncommissioned Officer
PME	Professional Military Education
SAT	Systems Approach to Training
SNCO	Staff Noncommissioned Officer
TM	Training Management
T&R	Training and Readiness

ENCLOSURE (3)